



## Effectiveness of Telephone Assessment



## Effectiveness of Telephone Assessment

**An Internship Report**  
**Effectiveness of Telephone Assessment**  
**: A Study On**  
**BRAC Bank Limited**

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### LETTER OF TRANSMITTAL

30th July, 2015

Jabir Al Mursalin

Assistant Professor

Brac University

Subject: Submission of internship report.

Dear Sir,

With due respect I would like to inform you that, it is a great pleasure for me to submit the internship report on “Effectiveness of Telephone Assessment of BRAC Bank Limited” as it is a fulfillment of partial requirement to achieve MBA degree.

To prepare this report, I have gathered what I believe to be the most complete information available on TLP Division of BRAC Bank and enjoyed working thereon. The experience I have gathered during this period will remain as an invaluable asset of immense usefulness in my life. I have worked hard preparing this report and I hope that it will fulfill my degree requirement. I will be always available for answering my query on this report.

So, I fervently requesting and hope that you would be kind enough to accept my report and oblige thereby.

Sincerely Yours,

Shiuli Biswas

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### ACKNOWLEDGEMENT

The successful accomplishment of this Internship Report is the outcome of the contribution and involvement of a number of people, especially those who took the time to share their thoughtful guidance and suggestions to improve the report.

First of all, I am expressing my heartfelt gratitude to the GOD, the most merciful and benevolent, for his special kindness to give me the opportunity to complete the internship successfully and prepare internship report timely.

I want to acknowledge to my honorable supervisor Farhana Hossain for giving me the opportunity to prepare this internship report on “Effectiveness of Telephone Assessment: A study On of BRAC Bank Limited” and also valuable advises to make this report worthy.

I would like to extend my deepest appreciation to all my faculty members of Department of Human Resource Management, Brac University for their individual contribution and co-operation in advancing this report and hereby completing MBA program successfully. I would also like to express my special thanks to the staffs of the University for their Excellent Administrative Supports.

I am also thankful to the Learning and Development Division of BRAC Bank Ltd. for giving me the opportunity to do the internship in their organization, and specially I am great full to my project manager Farhana Hossain, Manager of L&D (Learning and Development) Division for her sincere advice, encouragement and support in my internship program as my organization’s supervisor. And also my heartiest gratitude to all my well-wishers of L&D division of BRAC Bank Ltd.

I am ever grateful to my entire family members for their respective support and inspiration to accomplish my study.

Finally, I also thankful my beloved colleagues at BRAC Bank who gave me a sense of belongings which help me to get acquainted with the culture of the bank and encourage me to complete my internship successfully.

### *EXECUTIVE SUMMARY*

Advanced expansion of the Training Learning Program can help the Human Resource Department to cut poverty to a satisfactory level by eliminating various prejudices against labor intensive industry and creating jobs for the skilled manpower in the Bank. However, the access of TLP is still recognized as the key of finding skilled manpower, alike most other developing and under-developed countries. There is a small part of TLP. That is Telephone Assessment and it helps to communicate with all and help to do customer survey, Employee evolution, exam, interview. It is very easiest way to accomplish all task and it helps to save time. On the other hand it saves cost also. Being the fastest growing bank of the country currently BRAC Bank is operating all over the country having 88 Branches, 48 SME/Krishi Branches, 21 SME Sales and Service Centers, 333 ATMs, 421 SME Unit offices, 40 CDMs and 3, 520 POS terminals across the country for wide distribution of channel. BRAC bank is the first local commercial bank that proving online banking service to its customers from the very beginning of it starts. BRAC bank, for the first time among local commercial banks, starts service oriented enterprises all over the country. The bank has already established its network in different area of the country with assistance of BRAC .This fastest growing bank works on 3P- People, Planet and Profit; ensures sustainable growth.BRAC Bank is trying to develop economic condition of the country. So the bank provides loan facility 3 to 30 lacs taka to small and medium enterprises that has no easy access to banks or financial institutes. BRAC bank provides the facility to those whose business operation is minimum one year and environment friendly business. It provides no loan facility to tobacco business. The business should be legally registered and must have valid trade license. The entrepreneur should physically able, preferably between the ages 25 to 50.

The recommendation part of the report tried to find out some steps could be initiated by BRAC Bank in order to overcome existing weakness. Saving cost, more effective telephone assessment system, strong monitoring activities, and accurate survey, employee exam could improve BRAC bank's performance.

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# Chapter One

## INTRODUCTION



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### 1.1 Introduction

In general terms, Banking means the business activity of accepting and safeguarding money owned by other individuals and entities, and then lending out this money in order to earn a profit. A bank, usually a corporation, chartered by a state or federal government, which does most or all of the following: receives demand deposits and time deposits, honors instruments drawn on them, and pays interest on them; discounts notes, makes loans, and invests in securities; collects checks, drafts, and notes; certifies depositor's checks; and issues drafts and cashier's checks is known as a “**Bank**”.

Training and development is a function of human resource management concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including “human resources development”, and “learning and development”. It plays an important role in the effectiveness of organization and to the experience of people in work. Training has implications for productivity, health and safety at work and personal development. All organizations employing people need to train and develop their staff. Most organizations are cognizant of this requirement and invest effort and other resources in training and development. Such investment can take the form of employing specialist training and development staff and paying salaries to staff undergoing training development. Investment in training and development entails obtaining and maintaining space and equipment. It also means that operational personnel, employed in the organization's business support functions such as production, maintenance, sales marketing and management support, must also direct their attention and effort from time to time towards supporting training development and delivery. This means they are required to give less attention to activities that are obviously more productive in terms of the organizations main business. However, investment in training and development is generally regarded as good management practice to maintain appropriate expertise now and in the future.

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### 1.2 Objectives:

#### Objectives of this project –

##### Primary (or Academic) objective

As a part of the MBA program, all the students of Brac University have to finish a three-month long internship program with an objective to gain practical knowledge about business world. After this program, the students have to submit an internship report, which reflects their activities during the program. I joined in BRAC BANK Limited to earn this internship program for the period of 3 months starting from 14<sup>th</sup> June to 14<sup>th</sup> September of 2015. In BBL, I was assigned in Learning and development Department under TLP Division in its head office. My organizational supervisor was Farhana Hossain, Manager of Learning and Development Department.

The primary objective of study is to complete the partial requirement of the awarding of MBA program from the school of business, Brac University.

##### Secondary (or study) objectives

- ❖ To detect the aspects of training & development.
- ❖ Effectiveness of telephone assessment of the organization
- ❖ Examine the role of training and development in the assessment of the organization
- ❖ Analyze the current status of training & development in Bangladesh;
- ❖ To identify the potentiality of training in the economy, respect of the contribution in development of Bangladesh.
- ❖ To provide necessary recommendations to over-come the problems.

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### 1.3 Scope:

This internship report will encompass a wide area ranging from BBL organizational structure, background and objectives, operational scenario, business performance of TLP division of BBL as whole to Bangladesh Bank' rules & regulations. The main part covers operational scenario and TLP performance of TA of BBL. The Human Resource Department gave fully opportunity to finish this report.

### 1.4 Methodology:

I have used two methods for the study.

1. Primary Sources
2. Secondary Sources

Certain methods and techniques have utilized to collect data for this research paper. Both primary and secondary sources where chosen as effective means of collecting data relevant for this report. The report was fully exploratory in nature. Data have collected from both primary and secondary sources.

The methodology of the report given below-

- ❖ To get proper knowledge about the operation procedure of banking organization, I had an opportunity to observe and work with the officers. For getting more information, I wanted to know their personal experiences.
- ❖ For the analysis part, data have collected from different statements and the annual report of the BBL.

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### Primary sources of data:

- ❖ Practical desk work
- ❖ Conversation with the internal trainers over phones
- ❖ Face to face conversation with the bank officers and stuffs.

### Secondary sources:

- ❖ Annual report of BBL published by 2008- 2013
- ❖ Prospectus of BRAC Bank Limited.
- ❖ Training Document
- ❖ Filing copy
- ❖ Visit web site of BBL
- ❖ Several Booklets of BBL
- ❖ Training Materials of learning and development division.
- ❖ Different circulars of BRAC Bank limited.

### 1.5 Limitations:

I have many experiences throughout my internship period. Still that was not enough. Some limitations cannot ignore. The main Limitations were:

- 1 Data from BRAC Bank Ltd., Head Office is highly confidential for the outside people and I had no authority to use the core banking software (Finacle).
- 1 BRAC Bank Ltd. has very recently migrated from Millennium Banking System to Finacle. That is why all the employees are very busy with their works; sometimes I had to wait more than one week for a piece of information.
- 2 The bank has naturally shown me some indifference connecting its most confidential information.
- 3 Some site is restricted for everyone, so I am unable to find the entire document.
- 4 Three months are not enough to know all about a whole banking systems and as well as a company.

## Chapter Two

# COMPANY OVERVIEW

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### 2.1 Corporate Vision:

“Before stating the vision of BRAC Bank Limited, Bangladesh, let us first have the idea about the Bank’s plan of action and goals in Bangladesh. BRAC Bank will promote broad-based participation in the Bangladesh economy through the provision of high quality banking services. The Bank plans to achieve this by increasing access to economic opportunities for all individuals and businesses in Bangladesh with a special focus on currently under-served enterprises and households across the rural-urban spectrum. BRAC Bank believes in mutual benefits, the Bank’s and its clients’ benefit will depend on each other. So the pursuit of profit and developmental goals is mutually reinforcing. The target is to increase the ability of under-served individuals and enterprises to build their asset base and access market opportunities so that it increases the economic well-being for all Bangladeshis at the same time, and this will contribute significantly to the profitability of the bank.

BRAC Bank intends to set standards as the market leader in Bangladesh. It will demonstrate that a locally owned institution can provide efficient, friendly and modern full-service banking on a profitable basis. It will produce earnings and pay out dividends that can support the activities of BRAC, the Bank’s major shareholder. Development and poverty alleviation on a countrywide basis needs mass production, mass consumption and mass financing. BRAC Bank’s goal is to provide mass financing to enable mass production and mass consumption and thereby contribute to the development of Bangladesh. The Bank’s goals are thus aligned with those of BRAC.

#### **The Vision Statement**

We know that a vision statement should be one, long sentence with specific details about where an organization wants to be in future. In the long run a business or an organization has to meet a certain target or goal, which is what, comes into the vision statement. So the above plan of BRAC Bank is summarized as follows: “Building a profitable and socially responsible financial institution focused on Markets and Business with growth potential, thereby assisting BRAC and stakeholders build a "just, enlightened, healthy, democratic and poverty free Bangladesh".

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### 2.2 Corporate Mission:

BRAC Bank will adhere to highly professional and ethical business principles and internationally acceptable banking and accounting standards. Every BRAC Bank professional will need first of all a commitment to excellence in all that he/she does, a keen desire for success, a determination to excel and a drive to be the best. BRAC Bank Ltd. will individually and jointly learn continuously from customers and professional colleagues around the globe to improve the way of doing business so that the Bank remains the best in market. The Bank is willing to walk that extra mile with enthusiasm and empathy to serve their customers and to solve problems together so that their customers succeed in their business and remain loyal to the Bank. BRAC Bank will set up goals for themselves and then exceed the goals that they have set up. The Bank shall not accept failure.

#### **The Mission Statement**

Here also we know that the mission statement for any business or organization must be in line with its long term plan or vision. The mission statement should clearly state ‘what is the short term plan of the organization to achieve its long term goal’, which is the vision, or ‘doing what exactly now as well as in near future will ensure our goal in distant future’. But BRAC Bank has multiple mission statements, each important and specific to its vision. The following lines will show the mission statements of BRAC Bank Ltd:

- Sustained growth in 'Small & Medium Enterprise' sector.
- Continuous low cost deposit growth with controlled growth in Retail Assets
- Corporate Assets to be funded through self-liability mobilization. Growth in Assets through Syndications and Investment in faster growing sectors.
- Continuous endeavor to increase fee based income
- Keep our Debt Charges at 2% to maintain a steady profitable growth
- Achieve efficient synergies between the bank's Branches, SME Unit Offices and BRAC field offices for delivery of Remittance and Bank's other products and services.
- Manage various lines of business in a fully controlled environment with no compromise on service quality.

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- Keep a diverse, far flung team fully motivated and driven towards materializing the bank's vision into reality.

## 2.3 History of Brac Bank

BRAC Bank Limited, one of the latest generation of commercial banks started its journey on July 04, 2001. It is an affiliate of BRAC (Bangladesh Rural Advancement Committee), one of the world's largest non-governmental development organizations founded by Fazle Hasan Abed in 1972. It has been the fastest growing Bank in 2004 and 2005. The Bank operates under a "triple bottom line" agenda where planet profit and social responsibility go hand in hand as it strives towards a poverty-free, enlightened Bangladesh. BRAC Bank Limited, with institutional shareholdings by BRAC, International Finance Corporation (IFC) and Shore Cap International, has been the fastest growing Bank in Bangladesh for the last three consecutive years. In the recent past the bank has gone public with price of shares reaching impressive heights, further showing promising future. BRAC Bank, a fully operational Commercial Bank, focuses on pursuing unexplored market niches in the Small and Medium Enterprise Business, which hitherto has remained largely untapped within the country. In the last five years of operation, the Bank has disbursed over BDT 102,729 million in loans to nearly 50,000 small and medium entrepreneurs in 2013. And this year Bank's disbursement plan is BDT 180,673 million. The management of the Bank believes that this sector of the economy can contribute the most to the rapid generation of employment in Bangladesh. Since inception in July 2001, the Bank's footprint has grown to 88 branches, more than 400 SME unit offices and 333 ATM sites across the country, and the customer base has expanded to 500,000 deposit and 100,000 advance accounts through 2013. In 2013, BRAC Bank had a \$578 million portfolio consisting of around 65,000 loans with an average loan size of \$20,000. It has around 400 regionally-placed loan processing units offering services in the heart of rural and urban communities and employs over 700 business loan officers – around 70% of total staff. In addition to small business lending, BRAC Bank has fast growing remittance, savings mobilization and consumer lending businesses. In the years ahead BRAC Bank expects to introduce many more services and products as well as add a wider network of SME unit offices, Retail Branches and ATMs across the country.



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### 2.4 Board of Directors

Boards of directors are the sole authority to take decision about the affairs of the business. Now there are 5 directors in the management of the bank. All the directors have good academic background and have huge experience in business. The board of directors holds on a regular basis.

The current management teams and board of director's name are given in the following table:

|  |   |
|--|---|
| <b>Sir Fazle Hasan Abed, KCMG</b><br><b>Chairman</b> |   |
| <b>Mr. Shib Narayan Kairy</b><br><b>Director</b>     | <b>Ms. Zahida Ispahani</b><br><b>Director</b>           |
| <b>Dr. Hafiz G.A. Siddiqi</b><br><b>Director</b>     | <b>Ms. Nihad Kabir</b><br><b>Director (Independent)</b> |
| <b>Ms. Tamara Hasan Abed</b><br><b>Director</b>      | <b>Muhammad A. (Rume) Ali</b><br><b>Director</b>        |

**Table : Board of Directors**

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### **MUHAMMAD A. RUMEE ALI-**

Joined the board of BRAC BANK in 2007 and was elected the chairman in 2008. He is the managing director, enterprise of BRAC and also a director of DELTA BRAC HOUSING FINANCE CORPORATION LIMITED, BRAC KAIYACHERRA TEA COMPANY LTD etc.

### **NIHAD KABIR-**

Elected as an independent director on the board of BRAC BANK LTD in July 2007 and was also nominated as a depositor director by the board of directors. She is a director of INFRASTRUCTURE DEVELOPMENT COMPANY LIMITED, PALLI KARMA-SAHAYAK FOUNDATION (PKSF), bkash etc.

### **TAMARA HASAN ABED-**

Appointed as director to the board of BRAC BANK LTD in April 2008. She is the heads of two of BRAC'S most successful social enterprises including AARONG, the largest Bangladeshi retail brand of lifestyle stores selling handmade by its 65000 artisans. The second is BRAC DAIRY, the second largest dairy operation in Bangladesh with a value chain linkage to the market and protect them from price volatility.

### **SHIB NARAYAN KAIRY-**

Appointed as a director to the board of directors of BRAC BANK LTD in 2008. He is also the chairman of the board of audit committee. He is also a director bKash limited, BRAC services limited, BRAC industries limited etc.

### **DR. HAFIZ G. A SIDDIQI-**

Worked as international consultant 10m World Bank, Asian Development Bank. Manila, Un/ Escap, Bangkok, International Trade Center, Gatt/ Unctad, Geneva, University Of Illinois, University Of Wisconsin, Platteville, Wisconsin, USA.

### **ZAHIDA ISPAHANI-**

Was elected as an independent director to the board of BRAC BANK LTD in august 2012. She has been an honorary adviser at ISPAHANI ISLAMIA EYE INSTITUTE & HOSPITAL since 2001

## **2.5 Product And Service**

- ◆ Retail deposit schemes & services.

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- Current Accounts.
  - ❖ Current Classic Account.
  - ❖ Current Plus Account.
  - ❖ Ezee Account.
  - ❖ Salary Account.
  - ❖ Campus Account.
- Saving Accounts.
  - ❖ Triple Benefit Savings Account.
  - ❖ Savings Classic Account.
  - ❖ Aporajita Account.
- Term Deposits.
  - ❖ DPS.
  - ❖ Fixed Deposit General.
  - ❖ Flexi DPS.
  - ❖ Interest First Fixed Deposit.
- ♦ Retail Lending (Credit Products).
  - Various lending schemes & services.
  - Secured Loans.
    - ❖ Salary Loan.
    - ❖ Quick Loan
  - Unsecured Loans.
    - ❖ Auto Loan.
    - ❖ Home Loan.
    - ❖ Secured Loan/Overdraft
- ♦ Card Services.
  - ❖ Credit cards.
  - ❖ Debit card.
  - ❖ Other cards.
- ♦ Other Services provided by the Bank staffs to the general consumers.
  - ❖ Pay order.

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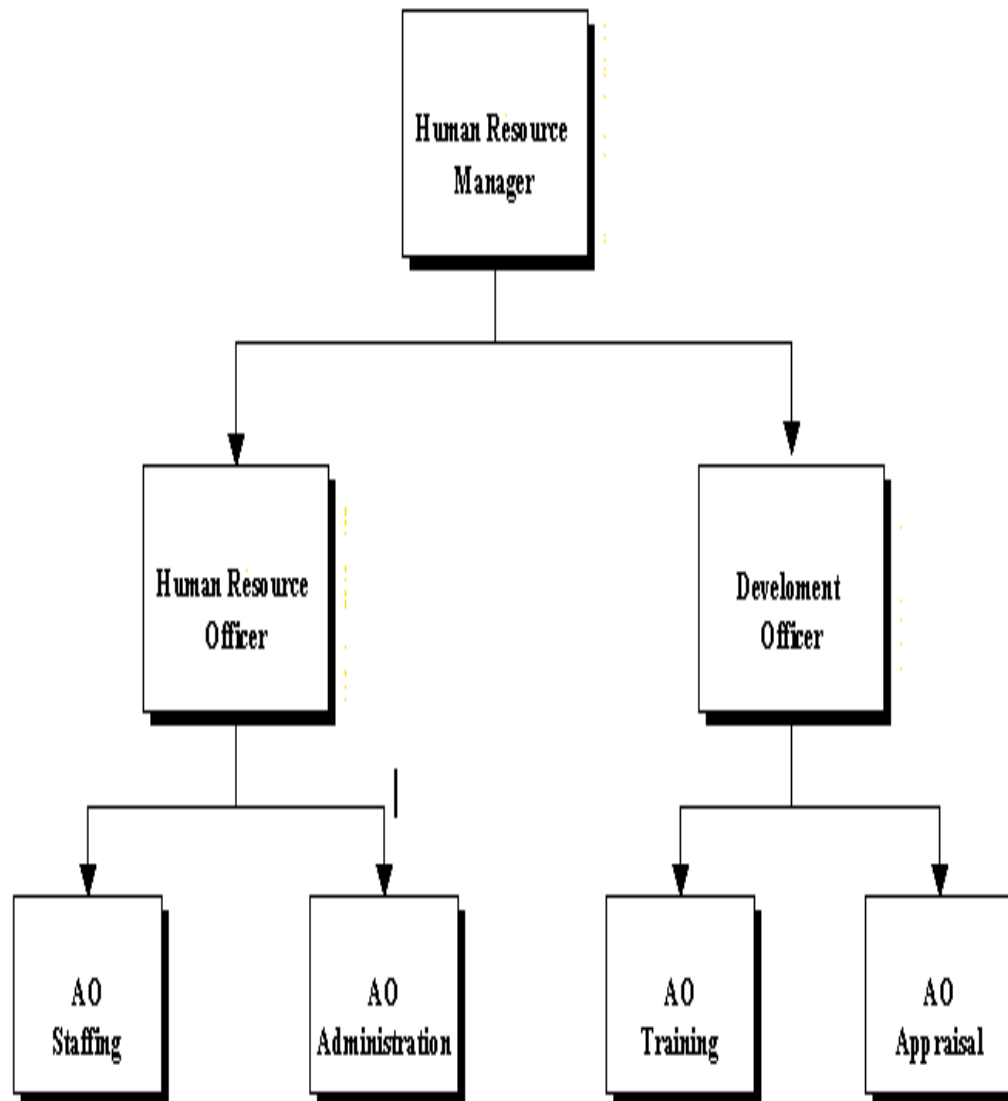
- ❖ Locker service.
  - ❖ ATM's.
  - ❖ SMS, Phone & Internet Banking.
- 
- ◆ Services Provided By BRAC Bank:
    - ❖ SME Banking
    - ❖ Corporate & Institutional Banking
    - ❖ Retail Banking
    - ❖ Banking Services for Non-Resident Bangladeshi (NRB)

## 2.6 Description of the HR Department and Organization

Human Resource or HR mainly works for recruiting new employees, providing training for existing employees; circulate salary to employees account, employee's motivation, as well as organizational development. HR also takes responsibilities of maintaining good relations among all employees. Human Resources Development activities aim at fulfilling the bank's Mission. One of their four major missions is to: "Provide service to our clients with the help of a skilled and dedicated workforce whose creative talents, innovative actions and competitive edge make our position unique in giving quality service to all institutions and individuals that we care for." Skilled and dedicated workforce with creative talents, innovative actions are not always readily available. Appreciating the scarcity of such manpower, the bank from the very beginning laid importance to HRD that conceptually includes activities like: pre-recruitment drill, recruitment, induction, training in the Academy, job rotation, placement & posting, reward and promotion. Management of BRAC Bank not only appreciates the need of skills required for day to day banking but also realizes the need for skills to meet the global & national financial and economic environments that are changing fast. Meeting the needs of new skills arising out of Financial Sector Reforms Program (FSRP) is also a major concern of the management. Therefore they have a training academy that is fully equipped with a professional library, modern training aids and professional faculty. The training academy of BRAC Bank re-designs its courses and programs regularly to meet the requirement of new skills and develop its human resources accordingly.

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### Structure of Human Resource Department



BRAC Bank Limited is a full service scheduled commercial bank. It has both local and International Institutional shareholder. The bank is primarily driven with a view of creating opportunities and pursuing market niches not traditionally meet by conventional banks. BRAC Bank has been motivated to provide “best-in-the-class” services to its diverse assortment of customers spread across the country under an on-line banking dais. At present, BRAC Bank is

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one of the fastest growing banks in the country. In order to support the planned growth of its distribution, network and its various business segments, BRAC Bank is currently looking for impressive goal oriented, enthusiastic, individuals for various business operations. The bank wants to build a profitable and socially responsible financial institution. It carefully listen to the market and business potentials, It is also assisting BRAC and stakeholders to build a progressive, healthy, democratic and poverty free Bangladesh. It helps make communities and economy of the country stronger and to help people achieve their financial goals. The bank maintains a high level of standards in everything for our customers, our shareholders, our acquaintances and our communities upon, which the future affluence of our company rests.

## 2.7 SWOT Analysis

- SWOT analysis is an important tool for evaluating the company's Strengths, Weaknesses, Opportunities and Threats. It helps the organization to identify how to evaluate its performance and scan the macro environment, which in turn would help organization to navigate in the turbulent ocean of competition.
- Strengths:
- **Goodwill:** BRAC bank LTD has already established a favorable reputation in the banking industry of the country particularly among the new comers. Within a period of 5 years, BBL has already established a firm footing in the banking sector having tremendous growth in the profits and deposits. All these have lead them to earn a reputation in the banking field.
- **Sponsors:** BBL has been founded by a group of eminent entrepreneurs of the country having adequate financial strength. The sponsor directors belong to prominent resources persons of the country. The Board of Directors headed by its Chairman Mr. F. H. Abed. Therefore, BBL has a strong financial strength and it built upon a strong foundation.
- **Efficient Management:** The top management of the bank is also major strength for the BBL has contributed heavily towards the growth and development of the bank. The top

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management officials have all worked in reputed banks and their years of banking experience, skills, expertise will continue to contribute towards further expansion of the bank. At BBL, the top management is the driving force and the think tank of the organization where policies are crafted and often cascaded down.

- **Facilities and equipment:** BBL has adequate physical facilities and equipments to provide better services to the customers. The bank has computerized and online banking operations under the software called MBS banking operations. Counting machines in the teller counters have been installed for speedy service and the cash counters. Computerized statements for the customers as well as for the internal use of the banks are also available.
- **BRAC Subsidiaries:** BKASH AND BRAC EPL both Subsidiaries are helping more to BRAC BANK Ltd to generate more profit and making large customer bonding relationship.
- **Interactive corporate culture:** BBL has an interactive corporate culture. Unlike other local organization, BBL's work environment is very friendly, interactive and informal. There are no hidden barriers or boundaries while interacting among the superior or the subordinate. The environment is also lively and since the nature of the banking job itself is monotonous, BBL's likely work environment boosts up the spirit and motivation of the employees.
- **Weaknesses:**
  - **Lack of advertising and promotion of SME loan:** This is a major setback for BBL and one of its weakest areas. BBL's advertising and promotional activities are satisfactory but its SME loan is not advertised well. It does not expose its SME product to general public and are not in lime light. As a result large numbers of people are not aware of the existence of this bank.
  - **NGO name (BRAC):** BRAC is one of the largest NGO of the world and it is operating its activities in Bangladesh. BRAC bank is not a NGO bank but many people of this country consider it as a NGO bank like Grameen Bank which is not correct.

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- **Remuneration:** The remuneration package for the entry and the mid level management is considerably low. The compensation package for BBL entry level positions is even lower than the contemporary banks. Under the existing low payment structure, it will be difficult to attract and retain higher educated employees in BBL. Especially CROs are not satisfied with compensation package provided to them.

## Opportunities:

- **Growing Market:** The SME sector in Bangladesh is still growing and the Government of Bangladesh is focusing strongly on this sector. This ample market growth opening is a big opportunity for BRAC Bank Ltd.
- **Mobile Banking:** Mobile banking or money transfer via mobile phone is already a popular choice among the mass. BRAC Bank also with its subsidiary b-Kash doing good, but there is a huge opportunity to grab the untapped market to bring it within their banking network.
- **ATM:** BBL always tries to provide excellent services to its customers. By considering this thing BBL provides ATM card to its customers and also provide available ATM booth in different locations in whole country.
- **Diversification:** BBL can pursue a diversification strategy in expanding its current line of business. The management can consider options of starting merchant banking or diversify in to leasing and insurance. By expanding their business portfolio, BBL can reduce their business risk.
- **Product line proliferation:** In this competitive environment BBL must expand its product line to enhance its sustainable competitive advantage.
- **Available Branches:** With its proper and useful operational network, there is and opportunity for IFIC to further expand its branches in many remote and new location of the country which will deliver services to customer and earn a healthy profit for the bank.



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### ➤ Threats:

- **Competition:** Competition is the threat of any business. At the age of modern business the competition is increasing. Every bank has an intention to provide better services compared to others for capturing the customers.
- **Multinational banks:** The emergence of multinational banks and their rapid expansion poses a potential threat to the new growing private banks. Due to the booming energy sector, more foreign banks are expected to arrive in Bangladesh. Moreover, the already existing foreign bank such as Standard Chartered is now pursuing an aggressive branch expansion strategy. This bank is establishing more branches countrywide and already launched is SME operation. Since the foreign banks have tremendous financial strength, it will pose a threat to local banks.
- **Upcoming banks:** The upcoming private local banks can also pose a threat to the existing private commercial banks like BBL. It is expected that in the next few years more local private banks may emerge. If that happens the intensity of competition will rise further and banks will have to develop strategies to compete against an on slaughter of foreign banks.
- **Contemporary banks:** The contemporary banks of BBL such as Dhaka bank, prime bank and Dutch Bangla Bank are its major rivals. Prime bank and other banks are carrying out aggressive campaign to attract lucrative clients as well as big time depositors.
- **Inherent Risk of Business:** The SME consists 60% of BRAC Bank Ltd's activity where other Bank and financial institutions generally prefer large enterprise clients because of lower transition costs, and greater availability of collateral.

## Chapter Three

### Internship Experience

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### 3.1 Job Description

A **job description** is a list that a person might use for general tasks, or functions, and responsibilities of a position. It may often include to whom the position reports, specifications such as the qualifications skills needed by the person in the job, or a salary range. I also got the opportunity to do job in BBL. I am working in human resource department at Training Learning Program for Telephone Assessment. To accomplish this job it requires qualification like BBA or MBA and need to be trained. But, experience is not mandatory for this job. It needs other requirements to do this job like, Product Knowledge, Problem Solving, Documentation Skills, Listening, Phone Skills, Resolving Conflict, Analyzing Information, Multi-tasking.

### 3.2 Job Responsibility

I have to carry the responsibilities of Telephone Assessment. I have to start my work from 10am to 6pm 5 days in a week. I have to take exam of employees through Telephone Assessment. There is ready question paper for them. I ask them according to question papers then give the score. If any employee unable to pass exam session, I am to reschedule a date for him.

- Maintain employee records by updating exam information
- Resolve employee's complaints via phone, email, mail, or social media.
- Use telephones to reach out to employees and verify exam information.
- Utilize computer technology to handle high call volumes.
- Work with manager to ensure proper employee's session is being delivered.
- Close out or open call records.
- Read from scripts.
- Prepares service reports by collecting and analyzing employee's session information.
- Contributes to team effort by accomplishing related results as needed.

### 3.3 Learning Outcome

Patience and controlling of anger are great virtues what I came to know from work place. I got much knowledge of Problem analysis and solving skills. When a service problem is assigned to me for solution, it is my responsibility to solve it amicably within the committed delivery

## Effectiveness of Telephone Assessment

period. The quicker I am in analyzing the problem, the better I am in solving it. I earned a virtue of handling several similar and diverse problems, developed good experience in quickly analyzing and reaching to the root cause of a problem. Diplomacy is one great skill that will keep you in good stead in any job or situation you are put into in the course of your life. I have also applied the diplomatic answer to maintain the banking policy and to satisfy customer on equal level.

# Chapter 4

## Literature review

## Effectiveness of Telephone Assessment

### 4.1 Definition of Assessment

This is a planned systematic review of an organization's processes, work environment, and organizational structure with the constant changing work environment, there is a periodic need to review how jobs are defined, departments organized, processes structured, and problems managed. The goal is to assist managers in implementing effective action plans and appropriate solutions toward achievement of organizational objectives. The assessment is a collaborative process and typically includes HR staff, representatives from outside the department, and subject matter experts.

### 4.2 Types of Assessment

- ❖ Formative assessment
- ❖ Summative assessment
- ❖ Written assessment
- ❖ Telephone assessment
- ❖ Dynamic assessment
- ❖ Diagnostic assessment
- ❖ Work-integrated assessment

### 4.3 Telephone Assessment

Across the globe, developed and emerging countries are working at maintaining or improving the business relationship among customer, employees, management, while trying to keep costs down. The Telephone Assessment Program is made up of a variety of simulated telephone interactions. Telephone assessment define a task which we perform through telephone. It is most important for organization to communicate, build relationship, and solve the problems immediately.

## Effectiveness of Telephone Assessment

### 4.2 Assessment Procedure at BBL

Procedures define the specific instructions necessary to perform a task or part of a Process. Procedures can take the form of a work instruction, a desk top Procedure, a quick reference guide, or a more detailed Procedure. Procedures usually are structured by subject (for example, system instructions, report instructions, or Process tasks). A Procedure usually addresses only a single task. This separation enables Procedure components to be compiled into special Procedure manuals for specific audiences, end users, and purposes. Procedures detail *who* performs the Procedure, *what* steps are performed, *when* the steps are performed, and *how* the Procedure is performed. There is some example shown...

## Topic: UNNOTI

### Circular: 13

#### **Sub: special offers for unnoti customers**

1. যেসকল UNNOTI customer 30 DPD এর মধ্যে পড়ে, তাদের ক্ষেত্রে নিম্নের কোনটি প্রযোজ্য হবে?
  - a) 1% additional interest rate
  - b) Same Processing Fee
  - c) Tenor as per sanction letter
  - d) সবগুলোই সঠিক
  
2. UNNOTI loan এর Customer যদি 30 DPD এর মধ্যে পড়ে, সেক্ষেত্রে তার interest rate ও tenor কি হবে?
  - a) Interest Rate ও Tenor current loan অনুযায়ী দেয়া হবে
  - b) Interest Rate ও Tenor তার last closed loan অনুযায়ী দেয়া হবে
  - c) A & B
  
3. UNNOTI customer যদি 30 DPD এর মধ্যে পড়ে তবে তার interest rate কত হবে?
  - a) Same interest Rate
  - b) 1% additional interest rate

## Effectiveness of Telephone Assessment

- c) 5% additional interest rate
4. UNNOTI customer যদি 30 DPD এর মধ্যে পড়ে তবে তার interest rate ও Processing Fee কত হবে?
- a) Same Interest Rate ও Processing Fee of Current /closed loan
  - b) 1% additional interest rate ও 1% additional Processing Fee
  - c) 1% additional interest rate ও Same Processing Fee as closed/ recent loan
5. Anonno loan এর ক্ষেত্রে loan এর পরিমাণ 5lac পর্যন্ত হলে (Commercial cum residential buildings) submission of the approved buildings আবশ্যিক নয়
- a) সত্য
  - b) মিথ্যা
6. MDTD ব্যতীত ও 12 EMI এর জন্য নিচের কোন Guarantor রা 3lacsপর্যন্ত finance এর জন্য উপযুক্ত?
- a) MBBS doctors & govt. engineers
  - b) GOV bankers & private banker
  - c) Headmaster of govt. high school & govt. Engineers
  - d) কোনটিই সঠিক নয়
7. MDTD ব্যতীত BDT 3 lacs with 12 EMI finance করার ক্ষেত্রে gurantor হিসেবে gov first class officer রা eligible/উপযুক্ত।
- a) সত্য
  - b) মিথ্যা
8. MDTD ব্যতীত BDT 3 lacs with 12 EMI finance করার ক্ষেত্রে gurantor হিসেবে high school, college & university এর teacher রা eligible/উপযুক্ত.
- a) সত্য
  - b) মিথ্যা
9. Eligible/উপযুক্ত gurantor এর ক্ষেত্রে 3 lacs পর্যন্ত finance করার জন্য MDTD আবশ্যিক নয়।
- a) সত্য
  - b) মিথ্যা



## Effectiveness of Telephone Assessment

|                  |                   |
|------------------|-------------------|
| SL               | 576               |
| PIN              | 21721             |
| Name             | Md. Mehedi Hassan |
| Mobile No        | 01787-675450      |
| Date of 1st Call | 24-Jun-15         |
| Date of 2nd call |                   |

|               |    |
|---------------|----|
| Session Score | 16 |
|---------------|----|

| SI | Question No | Questions   | Ans type | Option 1   | Option 2  | Option 3  | Option 4 | Correct Ans | Ans in 1st call |
|----|-------------|---|----------|--|---|---|----------|-------------|-----------------|
| 1  | 17          | Jointly owned land/property এর ক্ষেত্রে MDTD তে সকল মালিকের Signature থাকা আবশ্যিক-     | T/F      | a) সত্য  | b) মিথ্যা   | 0   | 0        | 2           | 2               |
| 2  | 4           | UNNOTI customer যদি 30 DPD এর মধ্যে পড়ে তবে তার interest rate ও Processing Fee কত হবে? | MCQ      | a) Same Interest Rate ও Processing Fee of Current /closed loan | b) 1% additional interest rate ও 1% additional Processing Fee | c) 1% additional interest rate ও Same Processing Fee as closed/ recent loan | 0        | 3           | 2               |

## OPENING & CLOSING GREETINGS

আসসালামুয়ালায়কুম

BRAC ব্যাঙ্ক learning and development division থেকে আমি। ..... বলছি।

আপনি কি জনাব/Mr./mrs ..... বলছেন????

## Effectiveness of Telephone Assessment

আপনি নিশ্চয় সম্প্রতি tele learning program এর একটি mail পেয়েছেন  
schedule অনুযায়ী আপনার সাথে আমাদের এখন একটি question /answer  
session আছে।

আপনি কি এখন free আছেন? সময় দিতে পারবেন???

আমরা এখন question / answer session টি শুরু করছি।

আপনার session এর প্রথম প্রশ্ন হলো.....

.....

আপনার session টি সফল /successful হয়েছে।

আপনি ২০ টির মধ্যে ..... টি সঠিক উত্তর দিয়েছেন

আমাদের tele learning program এর ব্যাপারে আপনার যদি কোনো suggestion  
অথবা advice থাকে তাহলে জানাতে পারেন।

আপনার মূল্যবান সময় এর জন্য আপনাকে আন্তরিক ধন্যবাদ।

আশা করি tele learning program এর মাধ্যমে আপনি উপকৃত হয়েছেন।

আম্মসালামুয়ালায়কুম

### Reschedule Case:

আমি অত্যন্ত দুঃখের সহিত জানাচ্ছি যে আপনার session টি successful হয় নি।

আপনার সাথে আমাদের reschedule করা হবে.

কবে এবং কখন আপনার সেকেন্ড session টি নেয়া হবে পরবর্তিতে জানিয়ে দেয়া  
হবে.

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আশা করি আপনার সেকেন্ড session টি ভালো হবে।

ধন্যবাদ

### 4.3 Assessment policy

These days most organizations have a telephone assessment policy. This is because customer-employees care is becoming more important as companies strive for better customer-employee's engagement. It is important that the employees understand what he or she can expect in terms of service, and a telephone assessment policy can communicate this very well. The policy may spell out the roles of the contact center staff and the level of courtesy that can be expected from them. It goes without saying that good telephone assessment training should be in place in order to fulfill the customer's needs and expectations. Firstly, BBL provides a script to the employees including all information related to their task. Secondly they trained for 5 days. After that they get 1 month to be prepared for the exam. Then we finalize the exam date and take exam through the telephone.

### 4.4 Findings

- CRO's are not getting enough time to be trained. Every CRO has to fill up the individual target which is given by the head office.
- CRO are dissatisfied for facing interview over the telephone. Whereas they want to sit for written exam. But there is no opportunity for written exam.
- When the borrower repays any installment of the loan then he/she informs it to the unit office/CRO. Then the unit office/CRO sends an SMS through mobile phone or a Fax to the AOD informing the repayment. The AOD collects these SMS /Fax and takes a paper print of these SMS. But there is no monitoring system if CRO fails to send SMS to the head office.
- CRO's are the key indicator of SME banking division. But their training facilities are limited and they are not satisfied about their remuneration.

## Effectiveness of Telephone Assessment

- Phone banking system found busy in many time.
- CSO dealing with retail products have to perform dual duties- Service to customers and fund collection. So that they can't concentrate on customer service properly. As a result sometimes there service hampered as they always think how they can fulfill the target.

## Chapter 5

# Conclusion & Recommendation

### 5.1 Conclusion

BRAC Bank Limited promotes broad-based participation in the Bangladesh economy through the provision of high quality and modern banking services. There are number of commercial banks operating their activities in Bangladesh. The BRAC Bank Limited is a promising one in them. Bank always contribute towards the economic development of a country. BBL compared with other banks is contributing more by investing most of their funds in fruitful projects and risk free individual. It is obvious that the right thinking of the bank including establishing a successful network over the country and increasing resources, will be able to play a considerable role in the portfolio of development of financing in the developing country like ours.

Human Resource Department plays a vital role to run the business and it adds significant value to BBL. Human Resource works for recruiting new employees, providing training for existing employees; circulate salary to employees account, employee's motivation, as well as organizational development. HR also takes responsibilities of maintaining good relations among all employees. Tele learning program is one of the part of Human Resource Department which helps CRO to make the knowledge gap fulfill by telephone assessment program.

## Effectiveness of Telephone Assessment

### 5.2 Recommendation

I have to make some recommendations based on the findings that I have got from my research. .

For better improvement of telephone assessment, BBL can consider the following information:

- Sometimes we have to take exams through mobile phone but the handset which given by BBL is not up to the mark so we are to face battery problem and network problem and so on. So BBL can provide better facilities to solve the problems.
- Facilities of equipment like PC system should be improved so that every employee could work properly in time.
- For maintaining the relationship with the CRO, employees have to give all types of communication facilities like video call, Email, SMS.
- Sometimes CROs make some mistake which is informed through telephone. For that it becomes difficult to understand the problems. If they get opportunity to talk on Skype or video call that can help to solve the problem easily.

## Effectiveness of Telephone Assessment

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